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The TLO's were put to almost immediate use after they had been appointed.

Below, the development of those first courses preceding the development of a career service program is summarized. These courses are described at length in the extant history.

The Orientation Course

Early discussions on a career service program had pointed out the need for an Agency-wide orientation course as a necessary preliminary to such a program:

"An effort of selling the entire training program to key people in the Agency will be a continuous one At the same time every media (sic) should be used, clearly relating the individual and his work to the total intelligence program and in particular to the policies of this Agency Thus, it is apparent until the entire program is laid out and put into gear an expanded orientation and in-service training program is in order." 5/

5/ Memo: Ex. Ass. Dir., OCD, to D/TR, "Suggestions relative to developing the intelligence career program," 5 December 1950.
Files: [REDACTED]

O/TR announced the first Orientation course on 29 January 1951, scheduled to run from 13 to 15 February 1951. 6/ The course, at

6/ CIA Orientation and Indoctrination Program Schedule for First Class (Tentative), 29 January 1951, (Ditto Sheet) Exec. Reg.

first scheduled only for newcomers to the Agency, finally came to embrace all Agency members who had not previously attended. In November 1951, it was supplemented by a short Indoctrination course given to every member of CIA entering on duty. 7/ The importance

7/ Memo: Chief, Or. & Briefing Div. to D/TR (no subject), 28 May 1952, R.C. 55-110. Mentions first date of Indoctrination Course as 26 Nov. 1952. The announcement for the Sixth Orientation Course, 10 March 1952, CIA Notice [REDACTED] states that the course is mandatory for all employees GS-5 and above, who had not previously had it.

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of an orientation program as an introduction to a new profession and a strange community is obvious. For the first time, the employee came face-to-face with high executives in the Agency and with the Director of Central Intelligence himself. Bringing people in from the field for the course gave them not only a sense of belonging but one of importance as well. The course continues to be given quarterly. *3 times per year*

Unclassified Training Group (A)

O/TR established its first curriculum--as distinct from a course--for professional recruits awaiting clearance on 3 May 1951 to run for six weeks, with an additional six weeks, if requested by an Office, in intensive training in the Russian language. 8/

8/ Memo: D/TR to AD's of the DD/I Offices, "Unclassified Training Group A," 11 April 1951.

The curriculum contained courses in limited area study on the USSR, intelligence and international relations, rapid reading, report writing, and assignments suggested by the Offices in which the individual would work. 9/ UFG (A) continued to be given until the

9/ Ibid.

end of June 1952. 10/ UFG(A) was a warming-up exercise for the

10/ Memo: D/TR to AD's, TLO's, Dir/P, and Comptroller, Second Amendment to Memo fr. D/TR 26 November 1951, R. C. Job 55, Box - 1

establishment of the Basic Intelligence School; it had certain other notable features:

Training in Russian: By contract with the School of Languages and Linguistics, Foreign Service School, Georgetown University, it provided for intensive training in Russian under the central direction

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of O/TR. First offered to the professional applicant waiting on clearance, it soon became obvious that it was of value to the professional on duty and cleared. O/TR made special provision for such students. This service was eagerly accepted by O/SI, which at that time needed language ability in staffing certain projects, 11/ and

11/ Memo: D/TR to Dir/P, "Administrative Procedures for the Conduct of UTG(A)," 2 May 1951. Information on O/SI from presence on the scene.

thus became the first Agency-wide language training program.

Training in Rapid Reading: Courses in rapid reading, set up in various department of Government since the end of World War II, used two instruments to reduce the number of eye movements in reading and to increase the eye-span. The aim was to increase the number of words read per minute and raise proportionately comprehension of what was read. The course sought a mechanical proficiency without reference to the type of material read. This course, set up in the ^{no DDP in 1950} DD/P complex in 1950, shared its personnel and instruments with O/TR for UTG(A). In O/TR it soon reached an independent status under its new name of Reading Improvement. The staff began to use the materials of intelligence and to develop approaches to analysis. The student learned whether to read intensively or extensively or to scan according to the subject matter confronting him, an important acquisition in a profession where the surveillance of documents had to proceed any analysis of them. 12/

12/ Memo: DD/TR to TLO's, Reading Improvement Course, 25 August 1952. Interview with [REDACTED]; Memo: [REDACTED] Improvement." 7 April 1955.

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Clerical Training

When members of O/TR went about in the fall of 1952 explaining to supervisors the method of using the new personnel evaluation form, one of the questions that they encountered most often was whether or not the clerical staff was to be considered part of the career service. The answer, after consultation, was at first yes, but that answer was later qualified; it has not yet been wholly resolved. In the first place, a career by definition included the idea of enlarging responsibilities; but clerical positions ^{were all at the} ~~pinched~~ out at the GS-6 level. Career service was centered on training in intelligence and its techniques; but clerical training was largely confined to the techniques of typing, shorthand, English grammar, and filing. Finally, a career service could exist only if the persons seeking enrollment in it were willing to pledge a certain amount of permanence; the young women who came into CIA ^{were all to become} married, became pregnant, or ^{to} changed jobs as their husbands changed. O/TR was definitely concerned because it had begun upon clerical training courses in the spring of 1951 and continued upon them ever since with the direct encouragement of the D/TR but without as yet formal confirmation by CIA Regulation or Notice. O/TR was responsible for training those persons awaiting in the Interim Assignment Branch (the pool of people waiting on clearance), for providing them when ^{d-p, i.} (newly) cleared but before assignment to an Office with an orientation course that explained

the situation of CIA in Government and the particular requirements of security, and for giving the clerical staff already on the job an opportunity to improve their skills. 33h/

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33h/ This material largely from interviews with [REDACTED] a
and [REDACTED]

Something of these difficulties was foreseen when O/TR was discussing clerical training in the spring of 1951:

"Though the primary objective of a training program is improvement of skills and knowledges, it has deep implications. Some of these are a functioning promotional policy, a good selective process--initially and throughout an employee's career--and capable supervision. An expanding training program must take these into account. 33i/

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33i/ Memo: [REDACTED] to Colonel Baird, "Recommendations for Initial Clerical Training Program," 9 April 1951, Files: Mgmt. Trng. Div.

On July 31, 1953 a Panel on Career Service for Women met to examine and report on the career opportunities for women in the CIA. A committee of this panel considered the position of the clerical employees. The committee had no direct connection with training; it was concerned with women rather than men, but its conclusions proved of interest to O/TR. In the first place, the committee divided clericals into two groups: the clerical, having to do with office machines and procedures, and the intermediate, with specialized skills such as radio operator or personnel assistant. It discovered at that time a high rate of turnover--12%--caused not so much by the lack of advancement but rather by "lack of orientation, inconsistencies in hiring and promotional practices, and non-utilization of skills acquired previously." In its recommendations it said--

"... an organization as demanding security-wise of its employees as CIA, and depending on college graduates

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for as much as 25 percent of its clerical labor supply, should offer unusual rewards, not necessarily in money, but in esprit de corps for its employees."

It recommended that the "Career Service Board place greater emphasis on the clerical groups of employees," to provide for progression from clerical to intermediate jobs, and for advancement within the clerical group by "utilizing the training facilities of the Agency so as to allow an individual employee to develop additional skills benefiting his personal career." 33j/

33j/ "Career Development of Women in the CIA," report of the Panel on Career Service for Women to the CIA Career Service Board, Nov. 1953, Tab E, Files: Mgmt. Trng. Div.

Long before this report, the Office of Training had responded to demands made upon it. By the beginnings of FY 1952-53, the courses had acquired reputation and permanence. Careful evaluation of the efforts of students turned in to supervisors were being used as an aid to promotions and had therefore sharpened the interest of clerical people in taking the refresher course. The orientation course, a two or three day introduction to CIA and its procedures for the incoming clerical had also been successful. On 19 May 1952, the Clerical Induction Course was transferred to O/TR. The scores for the three courses run as follows: (up to December 1953)

Clerical Induction: (Starting under O/TR 19 May 1952)

Number of persons taking course:

615 -- 1952

874 -- 1953

1489 Total

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Clerical Orientation Training (23 September 1952)

Number of persons taking course:

371 -- 1952

1196 -- 1953

1567 Total

Clerical Refresher Training (15 July 1951)

Number of persons taking course:

224 -- 1952

523 -- 1953

747 Total

33k/

33k/ Figures taken from "Data Prepared for the Clark Committee, January 1955." Files: Mgmt. Trng. Div.

These figures are given not because they are imposing in themselves, but because they represent the method by which in a new agency performing an unusual function uniform procedures are being acquired and a common language learned. These clerical courses received official blessing in late 1953 with the publication of a CIA Regulation. 331/

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331/ CIA Regulation [REDACTED] 16 November 1953

General Intelligence Training (the Basic Intelligence Course) 7

In the first course given in the new fiscal year, O/TR opened the Basic Intelligence Course to all newcomers to the Agency--in accordance with the recommendation of the Career Service Committee--

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at the same time dropped the Russian language requirement, and thus shortened the course to six weeks. This new objective of the course, basic instruction in intelligence methods for all recruits to the Agency, CIA Regulation [REDACTED] May 1953, formalized^{25X1A} By this action, any professional employee of the Agency became a potential applicant. Shortening the course and opening the way to new candidates permitted a firmer schedule, not dependent upon the recruitment of junior officers (professional trainees), and a much more regular one. In the calendar year 1951, 19 junior officers took the course the one time it was given. In the year 1952, the course was given five times to 105 students; in 1953, eight times to 319 students. By the beginning of 1953, students were coming from nearly all the offices of the DD/I complex. The 10th course, given from 1 June to 10 July 1953, began to admit members of the IAC community.

Opening the course to all professional recruits brought to the teaching staff the necessity for dealing with many different disciplines. At the same time, it destroyed the focus the staff had brought to bear on a homogeneous group of professional trainees. The new entrants were of all ages and of all grades; some expressed dissatisfaction with the instruction, not altogether justifiably. An economist, for example, well versed in his own field, might feel that his eminence in one area was sufficient to allow him to escape elementary instruction in another, even if he was largely ignorant of it. Whatever its faults or virtues, however, the course performed

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once a week, to all new employees, with emphasis on personnel-security practices and on the employee's administrative relationships to the Agency's organization in general.¹ By June 1952 some 2,600 new employees had gone through this three-hour lecture series, as part of their entrance-on-duty procedure.²

Although these one-week and three-hour presentations were only rarely called training courses by OTR,³ and apparently were not intended as such,⁴ they did support the personnel processing

¹ OTR's history, 1951-52 (1955 version), p. 5. This study gives two conflicting dates for the first "indoctrination" course--Nov. 1951 (*ibid.*, p. 5 of text) and Nov. 26, 1952 (*ibid.*, p. 5, footnote 7). The 1951 date is probably the correct one. For a description of the course and its place in personnel-induction processing, see OTR's history for 1951-52 (1952 version), pp. 32-34; for an evaluation of its effectiveness, see *ibid.*, pp. 45-46.

² The figure 2,621 is given by OTR in *ibid.*, p. 34.

³ They were classified, rather, as "briefings" and "presentations," and directed (along with other kinds of presentations) by the Orientations Officer, later (about September 1951) renamed the Orientation and Briefing Division (headed throughout this entire period by [REDACTED] 1A9a

[REDACTED] These presentations were always kept separate from OTR's several "training divisions," of which there were three, by July 1952. (On OTR's training courses, see below pp. 105-12.) Other types of "presentations" by OTR included, for example, lectures at Defense and State Department schools, showings of foreign motion pictures (handled jointly with OCD's graphics Register), and the "CIA Presentations Program," begun in August 1952. The latter program was for AD's, IAD's, and Division and Branch chiefs, and consisted of talks (by AD's) by which OTR sought to "improve Agency internal relationships and morale and stimulate teamwork throughout CIA." (See Notice [REDACTED] July 21, 1952, in CIA Records Center.)

⁴ One of OTR's histories for this period (the 1955 edition, p. 5, previously cited) concluded that the "orientation" course was regarded as "a necessary preliminary" to the career-service program; but the relationship is not explained.

procedure and evidently supported it well. They provided a glimpse, at least, into the otherwise tightly compartmented offices that made up the Agency, a further appreciation of the general security policies and practices that affected all employees, and a morale "lift" from seeing in person many of the men in charge of the Agency's substantive and administrative programs.¹

A second early personnel-support activity of OTR, intended in this case to serve directly the Agency's recruitment programs, was to take over and expand the Personnel Office's "training and holding pools,"² beginning about April 1951. The personnel pool idea was a device, under the useful guise of "training," that had been used experimentally by Personnel,³ before October 1950, as a means of improving the Agency's competitive position in the labor market, and reducing at the same time the demoralizing effect of the necessarily long security-clearance delays on applicants under recruitment. Under this program recruits could be quickly appointed,

¹ Another estimate of these programs (in OTR's history, 1952 version, p. 46) was that they provided all new employees with "a uniform understanding" of the Agency's "policies..., objectives, and operating principles."

² OTR's history for 1951-52 (1952 version, p. 37; in O/DCI/HS) implies that these training pools were first set up in 1951. Actually they had been used before. For the situation before October 1950, see chapter 10, above, pp. 77 ff.

³ This office was known, up to the fall of 1950, as the Personnel "Staff"; see above, pp. 21 ff.

while they were still in the "provisional clearance" stage, to what was represented to them as "training" assignments. Particularly in the case of recruits who were in danger of being lost to the Agency (in favor of another employer with less rigorous clearance standards), they were given temporary assignments and offered a variety of worthwhile, unclassified work projects, including unclassified study courses, to occupy their time pending full clearance and regular assignment. This program had been expanded by the DD/A, in January 1951, to accommodate an increasing number of recruits awaiting processing for the DD/P group, in particular,¹ and in subsequent months these holding units were gradually turned over to OTR to operate.

In April 1951, the first of these pools was re-established under OTR's management--specifically the pool for intelligence analysts and other "non-covert, professional employees" of GS-5 and higher grades.² This group of provisionally-cleared appointees

¹ In January 1951 OPC requested that the DD/A establish "training and holding pools" for specialized support-type personnel awaiting full clearance and overseas duty, especially personnel (recruited against OPC's T/O) intended for supply work, personnel management, and security activities. (See memorandum by AD/PC to DD/A, Jan. 31, 1951, Secret, in DD/S "O&M 5" file.) By August 1951 the DD/A had set up "administrative training pools," totalling 294 positions, divided into seven units assigned (respectively) to the Personnel, Security, Administrative Services, Procurement, Finance, Medical, and General Counsel's Offices. (See memorandum, Aug. 24, 1951, Secret, in *ibid.*) Whether these pools were all transferred later to OTR is not known.

² See OTR's history, 1951-52, including 1951-52 version, pp. 37-38, and 1955 version, p. 6 (both Secret, in O/DCI/HS files); and CIA Notice [REDACTED] June 9, 1952, Secret (in CIA Records Center). Details as to the predecessor of UTG/A, in the Personnel Office, have not been found.

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was organized by OTR into a so-called "Unclassified Training Group A" (UTG/A), where they were provided with a 6-weeks series of unclassified courses dealing with intelligence concepts, international relations, "general administration," and "reading improvement."¹ If after six weeks a recruit was still not fully cleared, he was put to studying Russian or given a "full-time work project" (using unclassified materials) assigned by the sponsoring office. By June 1, 1952, some 235 appointees had gone through the UTG/A program, and of them 185 had studied Russian as well.² At the end of June 1952, UTG/A was discontinued.³

Similarly, for the covert offices provisional recruits were organized into separate "training and holding pools," which included (by August 1951)⁴ separate units for operational personnel

¹ "Reading improvement" was also a course open to fully cleared personnel; see below, p. 107.

² OTR's history for 1951-52 (1952 version), Secret, pp. 37-38. The Russian language course offered as a supplement to these provisional recruits was variously described as 6 and 8 weeks long. (See *ibid.*, p. 38, and 1955 version of OTR's history, p. 6, both Secret, in O/DCI/HS files.)

³ *Ibid.*, 1955 version, p. 6. The subsequent holding-pool arrangements, if any, after June 1952 for handling the provisional recruits destined for the DD/I offices are not explained (*ibid.*, p. 6), nor are they mentioned in OTR's history for 1952-53 (in O/DCI/HS files.)

⁴ See above, p. 88, note 1.